



THE UNIVERSITY OF TEXAS

# MD Anderson ~~Cancer Center~~

Making Cancer History®

## A Culture of Caring Energized by Wellness

William B. Baun, EPD, FAWHP  
Wellness Officer

Georgia A. Thomas, MD, MPH  
Executive Director Employee Health  
Services

# Texas Medical Center







## Facts and Stats:

MD Anderson and U.S. News and World Report's  
2012 Best Hospitals Survey

One

MD Anderson's 2012 ranking in cancer care.

9 of the past 11

Years MD Anderson has been ranked No. 1.

nine

MD Anderson specialties called out as  
"Top Ranked" or "High Performing."

19

Years Gynecology has been in the top 10.

18

Years Ear, Nose and Throat has been in the top 10.

21

Years Urology has been in the top 25.

19,339

Employees who contributed to the No. 1 ranking.

23

Years MD Anderson has been ranked as one of the  
top two hospitals for cancer care.

four

Years the Children's Cancer Hospital has been  
ranked in the top 15.

1,100

Volunteers who support patients and families.

122,788

Philanthropic gifts in fiscal year 2012.

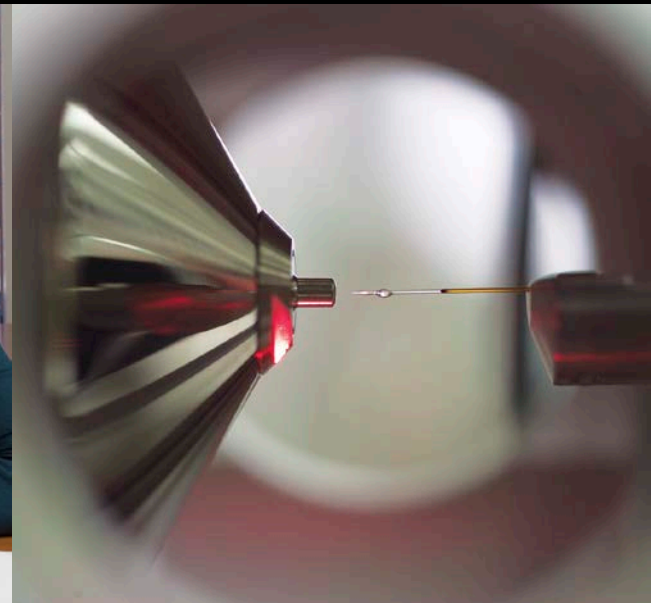
# Our Mission

To eliminate cancer in Texas, the nation and the world through outstanding programs that integrate patient care, research and prevention, and through education for undergraduate and graduate students, trainees, professionals, employees and the public.



# Core Values

Caring • Integrity • Discovery



# Patient Care • FY 2011

Hospital admissions	25,230
Hospital patient days	180,354
Average number of operating beds	594
Outpatient clinic visits, treatments and procedures	1,190,568
Pathology and laboratory medicine procedures	10,937,213
Diagnostic imaging procedures	515,999
Surgery hours	63,230
Active clinical research protocols	1,048



# Three Distinct Employee Groups

## Three Distinct Cultures



Administrative



Research



Clinical

# Sixty Different Languages





# A Culture of Caring Energized by Wellness



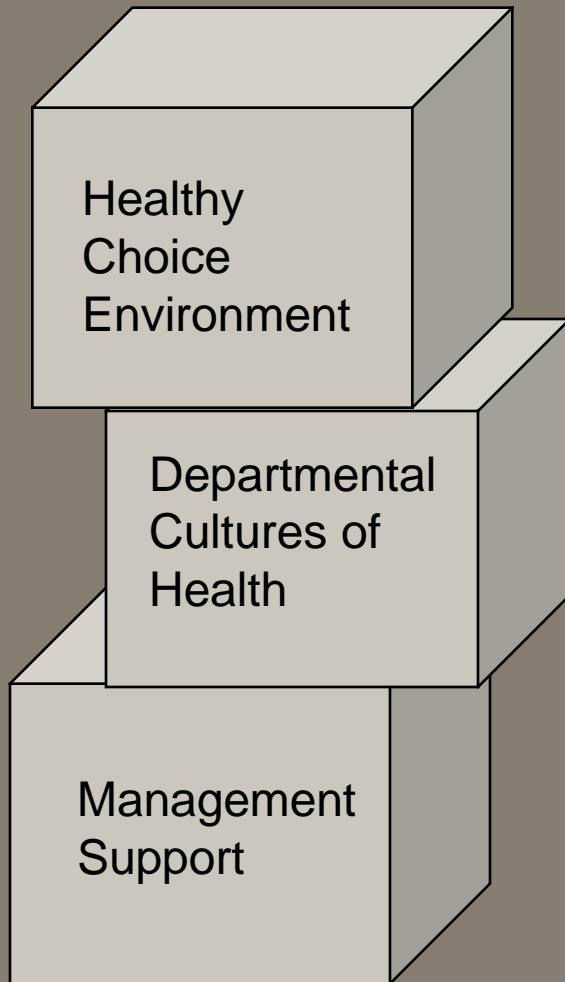
# CEO Cancer Gold Standard Accreditation



2007 MD Anderson was the  
1<sup>st</sup> Healthcare System & NCI-  
Designated Comprehensive  
Cancer Center to be  
Accredited

- Founded in 2001 at request of President George H.W. Bush
- The Gold Standard is a comprehensive program with three main goals and five pillars:
  - 1) Risk reduction - tobacco use, nutrition, and physical activity
  - 2) Early detection – prevention, screening, and early detection
  - 3) Quality care – access to quality treatment and Clinical trials

# Program Model



Creating and maintaining a physical and social environment where healthy choice is the easy choice

Recognizing the nodal nature of culture and using champions, wellness champ networks, and targeted programming focused on self-responsibility, accountability, and commitment

Multilevel leadership support is gained and maintained through distributive leadership and capacity building



# Management Support

Distributive Leadership – develop program ownership through relationship building that grows wellness “champions” and embeds the wellness vision

Capacity Building – increasing wellness knowledge, skills, and commitment through training, technology, and recognition

**T** C-Suite – CEO Cancer Gold Standard, CEO walk & talks, managers forum, lactation rooms, fitness center, bike barns

**E** Middle Managers – wellness leader training, departmental assessments, partnerships, metrics of high value, wellness is part of the solution

**A** Wellness Champ Network – volunteers, liaison between wellness and departments, program promotion, 2-3 times participation

**M** Neighborhood Councils – managers representing employee buildings / communities

# Departmental Cultures of Health

## Nodal Nature of Culture

“...corporate culture is no longer the relevant topic, I think the relevant topic is macro culture (where different nationalities and occupations play out), and micro cultures where you have problems in the operating room and in teamwork because you have people of different occupations and cultures that all interplay.” Edward Schein (2011) Forbes

- Using observations, interviews, focus groups, and surveys to develop targeted programming of value
- Focus on an employer / employee partnership of responsibility, accountability, and commitment
- Departmental wellness leadership opportunities (champions, neighborhood councils, task forces, wellness champ network, clubs)

# Healthy Choice the Easy Choice Environment

Physical environment  
makes healthy choice  
the easy choice



Social environment  
supporting healthy  
choice

Anderson Award, wellness champ network,  
neighborhood councils, small change groups,  
team / buddy wellness challenges, departmental  
training



# Program Evaluation

Structural	Process	Impact	Outcome
Leadership engagement	Program implemented as planned	Program effectiveness	Short and long term goals
Policies and procedures	Participation, penetration, and engagement	Change in knowledge, skills, and commitments	Risk stratification and biometric
Environmental support	Dose delivered and dose received	Change in readiness	Financial metrics: healthcare claims, productivity, absenteeism, disabilities, etc.
	Satisfaction	Culture and behavior change	ROI

# Wellness Dashboard

## Environmental Metrics

- \*Lactation rooms
- \*BP stations
- \*Fitness Ctr. usage
- \*Soft drink purchase
- \*Healthy food purchase
- \*Healthy vending purchase

MTD – Month-to-Date  
PMTD – Previous-Month-to-Date  
YTD – Year-to-Date  
YOY – Year-over-Year

## Participation / Engagement

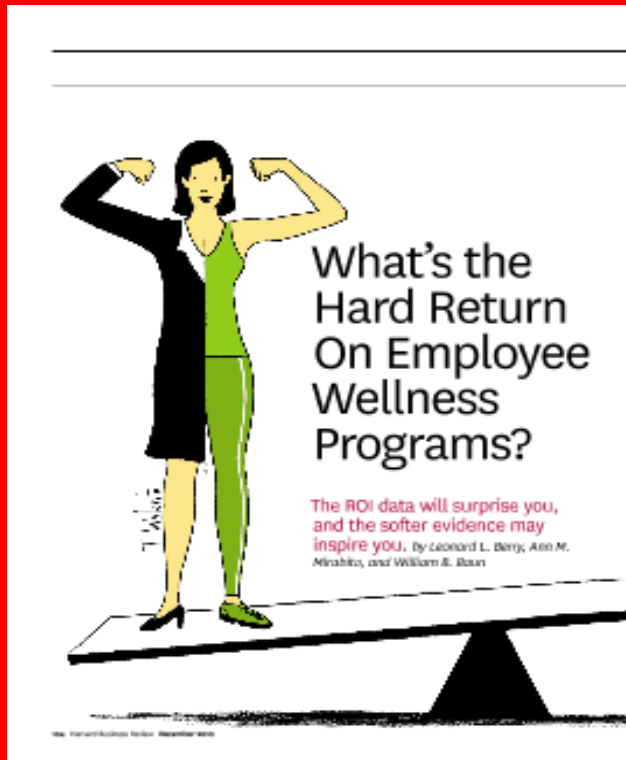
- \*Management
- \*Neighborhoods
- \*Departmental trainings
- \*Institutional training
- \*Wellness coaching
- \*Personal training
- \*HRA participation and stratification

## Dashboard Foundation - Program Model

- \*Management support
- \*Departmental cultures of health
- \*Healthy choice environment



# What's the Hard Return on Employee Wellness Programs?



Berry, Mirabito, & Baun (2010)  
Harvard Business Review

- 2001 Workers' Compensation and Injury Care Unit created in the integrated Employee Health & Well-being department
- Within 6-years, lost work days declined by 80% and modified duty days by 64%
- Lost salary cost savings of \$1.5m
- Workers' compensation insurance premiums decline by 50%
- 2012 Employee Opinion Survey 89% employees report MDACC providing resources to maintain a healthy lifestyle



# Current Data Integration Project

## Strategically Designed System



**Drives**



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# Lessons Learned



**Enable  
Educate  
Empower**

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William B. Baun, EPD, FAWHP – Wellness Officer  
[wbaun@mdanderson.org](mailto:wbaun@mdanderson.org) / 713-745-6927